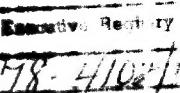
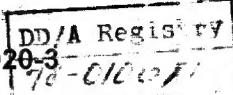


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Approved For Release 2002/01/24 : CIA-RDP81-00142R000300070020-3



18 JAN 1978

**DD/A Registry**

File 04973-1

MEMORANDUM FOR: Director of Communications

THROUGH : Acting Deputy Director for Administration

FROM : John F. Blake  
Acting Deputy Director for Central  
Intelligence

SUBJECT : IG Survey of the Office of Communications

1. I have read with interest the referenced survey. It is a pleasure to note that the survey finds the Office of Communications to be "a highly efficient organization." This finding reflects credit upon all of the members of your Office.

2. At the same time, the survey has noted areas of concern which could erupt into major problems in the future. I am aware that you had initiated action in some of these areas prior to the survey. At the same time, it is obvious that further attention needs to be paid to those potential trouble areas upon which the survey has directed attention. I ask that you not only continue action in those areas where you have begun remedial efforts, but that you also initiate appropriate action in compliance with the recommendations of the survey.

3. The attachment indicates my concurrence in those actions you have initiated which are underway in anticipation of the IG survey. I have also approved the IG recommendations which require further action. It is requested that as you complete action upon each recommendation you advise the Office of the Inspector General.

/s/John F. Blake

John F. Blake

Attachment as Stated

cc: Inspector General

Approved For Release 2002/01/24 : CIA-RDP81-00142R000300070020-3 When Searched

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From Enclosure

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Approved For Release 2002/01/24 : CIA-RDP81-00142R000300070020-3

SUBJECT: IG Survey of the Office of Communications

Distribution:

Orig. & 1 - Addressee w/attachment  
2 - ADDA w/attachment  
1 - ER w/attachment  
1 - ADDCI w/attachment

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IG Survey of the Office of Communications

(U) Recommendation 1

(A) That the Director of Communications promote those who perform well in positions of higher grade.

Answer

It is agreed that those who perform well in positions of higher grade should be promoted. However, employees promoted under our competitive system are selected without regard for the grade of the positions they occupy. The number of promotions is determined by the Career Service grade authorization (CSGA).

(B) That the Director of Communications create in concert with the Director of Personnel the position of master journeyman at the GS-10 level.

Answer

The Director of Communications already has initiated the action to achieve the intent of this recommended action. Concur in his action.

(U) Recommendation 2

That the Director of Communications increase his use of achievement awards and that presentations of awards and QSI's be carried out with greater ceremony and publicity.

Answer

Approve the IG recommendation.

(U) Recommendation 3

That the Director of Communications use the secret ballot process in all stages of the competitive evaluation process.

Answer

Approve the IG recommendation.

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(U) Recommendation 4

That the Director of Communications provide timely information on vacancies.

Answer

The Office of Communications has developed the Expected Personnel Vacancy List, which includes a Post Assignment Guide. This report is updated and published quarterly and should provide employees with the needed information. Concur in the Office of Communications action.

(U) Recommendation 5

(A) That the Director of Communications include promotions and other actions affecting individuals in the newsletter.

Answer

Approve the IG recommendation.

(B) That the Director of Communications publish a newsletter every two months.

Answer

Approve the IG recommendation since the Director of Communications has agreed. I would consider quarterly publication satisfactory, however, if publication every two months does not prove feasible or warranted in terms of news/information to be reported.

(U) Recommendation 6

That the Director of Communications undertake, with the Office of Personnel's assistance, a staffing study of Cable Secretariat.

Answer

Approve the DDA's proposed action in response to this recommendation.

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(U) Recommendation 7

That the Director of Communications Planning Staff bring together all planning elements in the Office of Communications and perform comprehensive long-range planning.

Answer

Concur in the Office of Communications establishment of a planning staff to concentrate on long-range planning of all aspects of the Office.

(U) Recommendation 8

That the Director of Communications and the DDO work together to control the volume of Commo traffic.

Answer

Concur in the Office of Communications continuing to work closely with the DDO to solve work load problems. The objective should not be limited to keeping the volume of traffic to the "manageable rate for our present system and staff;" it also should focus on decreasing the volume, where possible, so that manpower may be reduced or more efficiently employed in other capacities. In this regard, BD 11390 is responsive to the recommendation.

(C) Recommendation 9

That the Director of Communications, in consultation with the DDI, DDO, and DDS&T, define the COMSEC threat and then develop more effective COMSEC procedures.

Answer

Concur in the initiatives taken thus far by the Director of Communications. Approve the IG recommendation.

(U) Recommendation 10

That the Director of Communications develop a COMSEC education program.

Answer

Approve the IG's recommendation that the Director of Communications develop a proposed program to educate employees on COMSEC. The proposal should be coordinated with the

Director of Training and the Director of Security, as well as other appropriate officers, and contain a recommendation on how to implement the program.

(U) Recommendation on Cover (Page 46)

Answer

Cover is not an isolated situation affecting only Commo employees. The matter of providing good cover is an Agency-wide problem and should be part of the overall Agency review of cover problems. The Director of Communications, however, should feel free to recommend changes that he believes will improve the Office of Communications' situation.

(U) Recommendation on Management Philosophy (Page 48)

Answer

I agree that the Director of Communications should avoid duplication of effort where it is possible to do so without jeopardizing the efficiency of operations. He may wish to delegate more authority to his area chiefs to carry out certain functions, but still wish to retain other authority at Headquarters. The authority to promote should be retained at Headquarters. This particularly is true in the case of the Office of Communications, in view of the serious headroom problems at the GS-10 and GS-11 level, and the fact that Commo personnel rotate from area to area rather than remain in a particular area.

(C) Recommendation on Per Diem at [REDACTED] (Page 24)

25X1A

Answer

Approve the IG suggestion that the \$12 per diem for training [REDACTED] be reexamined.

25X1A

(U) Recommendation on Voluntary/Involuntary Retirement (Page 24)

Answer

This is not a right to which employees are entitled, but a benefit which management may offer, as appropriate. Although the Office of Communications was not in a surplus posture, the Director of Communications has proposed offering this special benefit to personnel at certain grade levels. This could be one of the options considered as a means of alleviating the headroom problem, especially at the GS-10/11 level.

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Recommendation on Career Counseling (Page 25)

Answer

There are advantages and disadvantages to both types of counseling, i.e., career counselors and communicators trained in counseling. The important factor, however, is whether the counselor has received the necessary training and has the interpersonal skills to do an effective counseling job. It is important that counselors understand the different commo positions, but it is also important that they understand and be able to explain how the career management system works. Credibility depends to a considerable extent on how well the Commo personnel understand the system.

DD/A Registry

File OAM 2-1

11 JAN 1978

MEMORANDUM FOR: Acting Deputy Director for Central  
Intelligence

FROM : Michael J. Malanick  
Acting Deputy Director for Administration

SUBJECT : IG Survey of the Office of Communications (U)

1. (U) The enclosed letter and attachment are proposed  
for your signature to the Director of Communications. This  
will complete the action resulting from the IG Survey of  
that Office. The letter and attachment have been coordinated  
with [REDACTED] of your office.

2. (C) For your information, the status of action on  
the recommendations is as follows:

Recommendation 1 (A) - No action taken;

Recommendation 1 (B) - Discussions have been held  
with PMCD on this subject. Both PMCD and OC  
would prefer to upgrade positions rather than  
create a new title of master journeyman with the  
pejorative implications such a title might have  
with a labor force.

Recommendation 2 - An OC order is being published  
implementing this recommendation.

Recommendation 3 - An OC order is being published  
implementing this recommendation.

Recommendation 4 - This information is provided on  
a quarterly basis.

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SUBJECT: IG Survey of the Office of Communications (U)

Recommendation 5 - This recommendation is being effected with the publication of the next Office of Communications newsletter.

Recommendation 6 - Action is underway against this recommendation jointly with the Office of Personnel with a 31 March 1978 suspense date.

Recommendation 7 - Action has been completed on the first Office of Communications planning document with Office of Communications Executive Board approval effected 6 January 1978.

Recommendation 8 - BD 11390, 20 December 1977, was issued in response to this recommendation.

Recommendation 9 (A) - DDA 77-6095 requested NFAC to establish a centralized threat assessment component. This request failed in coordination and is being rewritten.

Recommendation 9 (B) - This recommendation is being analyzed by the Communications Security Staff. It will require further time and personnel to implement. A suspense date of 29 June 1979 has been assigned to it.

Recommendation 10 - Discussions have been held with the Office of Training on this subject. Apparently it will require the assignment of a COMSEC specialist to this task.

25X1A

f2 Michael J. Malanick

Attachments as Stated

Approved For Release 2002/01/24 : CIA-RDP81-00142R000300070020-3

SUBJECT: IG Survey of the Office of Communications (U)

Distribution:

Orig. & 1 - Addressee  
2 - ADDA \ Chrono *Subject*  
1 - D/CO

ORIGINATOR:

25X1A

DATE:

1-6-78